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ABSTRACT

The evaluation scheme proposed here is intended to serve as a format and guide for a third party evaluation of Comprehensive Employment and Training Act (CETA) Title I programs. The guide begins with a brief section presenting an introduction to evaluation, the evaluation format for Title I, and a flow chart of evaluative activities. The remainder of the content covers the evaluation of five specific programs under CETA Title I and for each one includes one or all of the following: goals, objectives and criteria for success, instrumentation for evaluation, sample questions and activities for process evaluation, and sample questions and activities for product evaluation. The programs covered are institutional training; on-the-job training; young adult and adult work experience; disadvantaged youth work experience; and overall administration, programming decision, and operational procedures. (EM)

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A GUIDE TO EVALUATING CETA TITLE I PROGRAMS

DEVELOPED BY

ROGER H. LAMBERT
EUGENE S. NELSON

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CENTER FOR STUDIES IN VOCATIONAL AND TECHNICAL EDUCATION

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Preface

The proposed evaluation scheme for CETA Title I presented here-in is intended to serve as a format and a "guide" for a third party evaluation of Title I programs. It provides rationale for evaluation, goals and objectives for the programs, criteria to measure the degree of success, a methodology for collecting evaluative information and sample questions to use with the methodology. It is not intended as the final word on evaluation of CETA programs nor is it intended to limit future evaluator's freedom to design or include new methodology and material. The format is open ended and additional areas of importance can be added by merely identifying the objectives, the measurable criteria, the method of securing the data and the questions or activities to be undertaken.

The "guide" is the first step in a complex and never ending process of efficiently assessing program outcomes and relating these findings to programming decisions. It is a beginning, not an end, therefore it is by nature an idea which will grow and be shaped by experience, need and circumstance over time.

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INTRODUCTION TO EVALUATION

Governmental programs characteristically are implemented with concern for future evaluation. Assessment of programs defines proposed and accomplished goals for the governing agency. Consequently, implementation as well as evaluation are invaluable for progress in governmental programs. The two concepts of implementation and evaluation are specifically lauded in Garth and Snedeker's book, Manpower Planning for Local Labor Markets. The evaluation process identified weaknesses and strengths including the cost at which the program functioned.[1*] Essentially, evaluation provides techniques for the analysis of programs and related success.

The importance of evaluation especially concerns the National Manpower Administration. Program effectiveness is a measure of future utilization for governmental agencies. The advent of the Comprehensive Employment and Training Act (CETA) is particularly noteworthy regarding various manpower programs. This act inaugurated in 1973 mandated that the local sponsoring agencies assume a role in occupational training. In Denver, Colorado, programs were initiated prior to CETA primarily to assume local responsibility in vocational education planning and its implementation.[2] Progress reports additionally have outlined areas where evaluation of CETA should occur. Specifically, Kolberg stated the necessity for "a continuing, long-term evaluation of program results."[3] He delineated prospective areas of evaluation such as earned income, program components and service delivery. The attitude of the Manpower Administration regarding CETA has been to implement significant local programs with a major emphasis upon evaluation.

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* Bibliography reference notation--the number refers to the source quoted as numbered in the bibliography.

The relevance and importance of evaluation has been established particularly in regard to manpower programs. Methods of evaluation, subsequently, have encompassed numerous strategies and techniques. Garth and Snedeker have outlined three principal foci characterizing evaluation, namely, evaluation of internal manpower programming, national programs and state and local levels. Furthermore, strategies within these foci have assumed various forms. Firstly, operational control and assessment includes monitoring of current operations, particularly model efficiency, management and review of these functions. Secondly, alternatives effectiveness assessment compares the relative effectiveness of the alternative strategies for achieving intermediate measures of success including cost analysis. Next outcomes assessment analyzes the achievement of objectives and goals. Lastly, impact assessment measures the labor market and the community.[1] These broad categories generate the basis for manpower evaluations.

With these evaluation schemes programs have been assessed in various ways. The National League of Cities analyzed the impact of CETA on institutional vocational education through surveys of local organizations. This study, in effect, determined the effect of CETA on the vocational education programs.[4] In Wisconsin an MDTA study was conducted to determine the effectiveness of manpower programs on participants. The study further incorporated institutional and instructional surveys to ascertain the composite effectiveness of manpower programs.[5] Additionally, Job Service has evaluated their services to strengthen their activities.[6] Components of manpower programs have also been analyzed. Within specific manpower programs Mason measured counseling as an impact variable for participants.[7] In essence, these previous examples have indicated the spectrum of evaluation that has occurred thorughout the Manpower Admini-

stration particularly on the state and local level.

In summary, with the implementation of government programs procedures of evaluation have significantly provided systems of accountability. Monitoring and evaluation provide scales or measures of control and assessment. Methods of evaluation probe into the various aspects of Manpower Administration to illustrate functional programs. The evaluation schemes, subsequently, are utilized to enhance program efficiency and effectiveness.[8]

THE EVALUATION FORMAT FOR TITLE I

The Programs to be Evaluated

Title I of CETA provides for training programs of various types. These include:

1) Institutional basic and occupational education
2) On-the-job training
3) Young adult and work experience
4) In-school disadvantaged youth work experience program

These programs are operated by the various agencies in the community. Number one by the Technical Institute, two and three by the Job Service and number four by the Manpower Staff.

In order to evaluate these separate programs and at the same time evaluate the total effect of the CETA Title I monies the evaluation will be divided into five basic components, these being the four basic programs identified above and the fifth being the overall evaluation of effects of administration, programming decisions and operational procedures.

Process and Product Evaluation

To further delineate the evaluation process the five areas of evaluation will each be subdivided into two components. These are "process" and "product" evaluation. Process refers to those things which may affect the outcome but are not in themselves outcomes. Product refers to the actual outcomes of the activity in which the client participates, i.e., successful job placement at a respectable salary is a product outcome of training program while teaching quality, instructional materials, class attendance, counseling, etc. are processes.

Evaluation Format

To accomplish the process and product evaluation several different formats will be utilized. These include survey techniques, personal interviews, case

studies and review of records. The client, the instructors and supervisors, the counselor, the agency administration as well as other appropriate individuals will be involved in the above evaluation methods. No one source of data will be sufficient to cover each program area.

Criteria for Assessment

In order to determine the appropriate outcomes for any one program area it is essential that the program goals/objectives are clearly defined. Once the goals/objectives are defined then the criteria which will indicate or measure success can be described. The next logical step is to develop a methodology or instrumentation which will measure the degree to which the criteria have been met, thus indicating the degree of success obtained for the program or particular aspect of the program being tested.

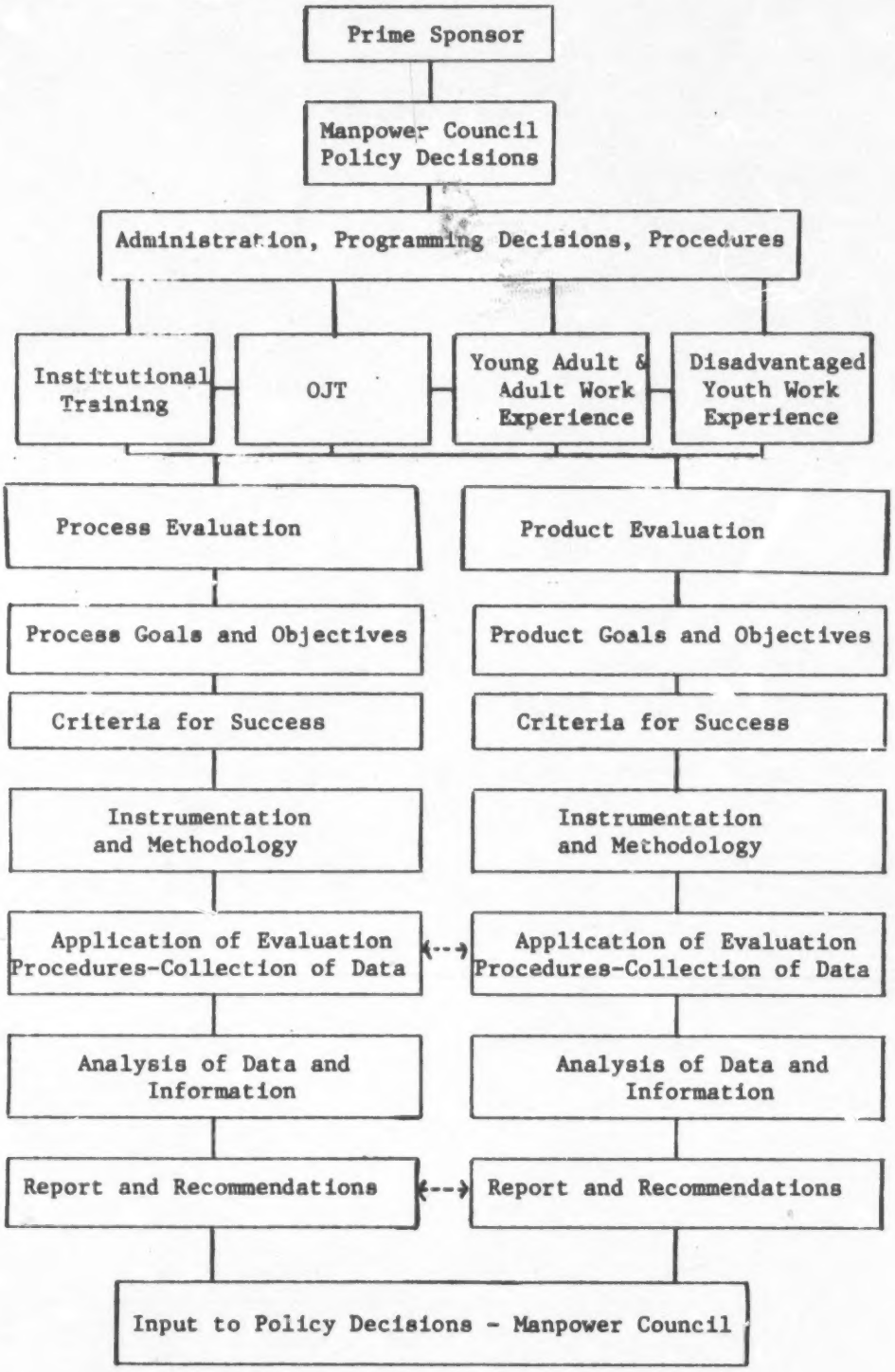
Application of Evaluation and Instrumentation

The application of the instrumentation or evaluation procedure is followed by the analysis of the collected data. The report of the findings and the development of recommendations completes the evaluation process except for input and review with administration and policy committees or councils. This final step is most crucial if the outcomes of evaluation are to be reflected in development of future programs.

Flow Chart of Evaluative Activities

A flow chart describing the evaluation procedures for CETA Title I programs follows.

EVALUATION OF CETA TITLE I PROGRAMS



EVALUATION OF SPECIFIC PROGRAMS UNDER CETA TITLE I

INSTITUTIONAL TRAINING

Institutional training involves full time in school education and training of clients through a post-secondary institution. The purpose of such education and training is to make individuals employable through basic education and/or specific occupational training. Students are either slotted into ongoing programs or are placed in class sized programs tailored to their specific needs. Programs may vary in length depending on the needs and circumstances of the individual. Programs of 6 months to two years are common.

Support services of many types are available to the clients - these include a living allowance, transportation, child care, counseling, placement and other related services.

Goal of Institutional Training

The goal of the program is to prepare individuals through an in school training program for successful placement into a job which provides for the needs of the individual.

Objectives and Criteria for Success

Process Objectives & Criteria	Product Objectives & Criteria
1) Appropriate clients are informed and referred to the program(s). Criteria: A) clients in program meet the guidelines for selection as determined by policy council, i.e., minority, disadvantaged, unemployed, women, etc. B) agreement of key individuals in social service, Job Service and other community agencies regarding recruitment and referral	1) The clients will, upon completion of the program, be qualified for a job which will provide for their needs. Criteria: A) successful completion of the program (passing grade, diploma, etc) B) positive recommendations from instructors in major areas of preparation C) client's own positive assessment of qualifications for a job, and D) when appropriate, successful completion of state, national or local accrediting or certifying exams

Process Objectives & Criteria	Product Objectives & Criteria
C) agreement of clients concerning appropriateness of recruitment and referral 2) The clients are adequately informed, screened, counseled and assigned/permitted into appropriate education/training. Criteria: A) clients personal agreement with selection of program B) key instructors agreement with selection of program C) counselors agreement with selection of program 3) The education/training is adequate in terms of quality of instruction, availability of facilities and material, and appropriateness of procedures and techniques. Criteria: A) client's agreement with the adequacy of the instructional facilities and material B) key instructors agreement with selection of program C) counselors agreement with selection of program 4) Adequate support service such as transportation, living allowances, child care, counseling, including health and family services are provided. Criteria: A) client's agreement with adequacy of services B) counselor's agreement with adequacy of services C) when appropriate-key persons from social or community agencies agreement with adequacy of service 5) Adequate supervision and administration were evident Criteria:	2) The client will upon completion of the program obtain a job which will provide for their needs. Criteria: A) the actual placement records B) the earning and job stability records C) the clients own agreement that it is a successful placement D) the employer's agreement that the client is a successful employee

Process Objectives & Criteria	Product Objectives & Criteria
A) client agreement with supervisory and administration techniques B) Manpower (prime sponsor) staff agreement with supervisory and administration C) institution administration agreement with supervisory and administration D) instructor agreement with supervisory and administration E) counselor agreement with supervisory and administration	

Instrumentation for Evaluation of Institutional Training

Appropriate instrumentation and/or methodology to use in determining the degree of agreement with the criteria set forth as a measurement achievement of each objective may take on several forms. These include the use of survey instruments, personal interview, case studies and review of records.

Survey instruments provide quick and easy collection of general information which is applicable to the majority of clients. Personal interviews elicit detail including reasons or circumstances surrounding the clients. Case histories provide longitudinal indepth reviews of specific clients for use in illustrating program outcomes. Review of records provides opportunity for comparisons and assessment of relatively large quantities of data which have already been collected from clients, thus eliminating the necessity for further harassment of the clients or the agency personnel.

SAMPLE QUESTIONS AND ACTIVITIES FOR PROCESS EVALUATION OF INSTITUTIONAL TRAINING*

1-A. Review of Reports -

Determined by comparison of client records with criteria established by Policy Council.

1-B. Interview

Key personnel from social services, job service, community action agency, rehabilitation services, other community based agencies.

Question(s)

a) Do you feel appropriate persons were informed of and recruited to the institutional training program?

Definitely yes ___ Qualified yes ____ Qualified no ___ Definitely no ___

Comments: _____

1-C. Client Survey Questions -

a) Do you feel you meet the requirements and/or criteria for participation in the program? Yes ____ No ____

b) Do you feel there are others in the community who were not referred to or informed of the program but should have been in place of you?

Yes _____ No _____

2-A. Client Survey Questions -

a) Do you feel the information provided you about the program was:

Very adequate ____ Adequate _____ Less than adequate ____ Non-existent ___

b) Do you feel you were properly counseled, screened and tested for the program? Yes ____ No _____

c) Were you assigned __ or did you select ____ the education/training program you are in?

d) Do you agree that the education/training program you are in is appropriate for you?

Very Much So ____ Probably Right ____

Probably Wrong ____ Definitely Wrong ____

e) Do you feel the counselor took a personal interest in you?

Very much so ___ Probably yes ___ Probably no ___ Definitely no ___

2-B. Instructor Survey Question -

a) Does the client feel the information provided him about the program was:

Very adequate ___ Adequate ____

Less than adequate ____ Non-existent ____

*NOTE: Numbers and letters (1-A) refer to objectives and criteria described under objectives and criteria. Evaluation will be carried out by conducting the activities as specified for each objective.

b) Does the client feel he was properly counseled, screened and tested for the program? Yes _____ No ___

c) Was the client assigned ___ or did he select ___ the education/training program he is in?

d) Does the client agree that the education/training program he is in is appropriate for him? Very much so ___ Probably right ___

Probably wrong ___ Definitely wrong ___

2-C. Counselor Survey Questions -

a) Does the client feel the information provided him about the program was:

Very adequate ____ Adequate ____ Less than adequate ___ Non-existent___

b) Does the client feel he was properly counseled, screened and tested for the program? Yes ____ No ____

c) Was the client assigned ___ or did he select ___ the education/training program he is in?

d) Does the client agree that the education/training program he is in is appropriate for him? Very much so ___ Probably right ___

Probably wrong ___ Definitely wrong ____

3-A. Client Survey Questions -

a) The overall quality of instruction was:

Excellent ___ Good ____ Fair ____ Poor ____

b) The facilities were: Excellent ___ Good ___ Fair ___ Poor ___

c) The availability of instruction materials was:

Excellent ___ Good ____ Fair ____ Poor _____

d) The instructor took a personal interest in me:

Definitely yes ____ Probably yes ____ Probably no ___ Definitely no ___

3-B. Instructor Survey Questions -

a) The overall quality of instruction was:

Excellent __ Good ___ Fair _____ Poor _____

b) The facilities were: Excellent ___ Good ___ Fair ___ Poor ____

c) The availability of instructional materials was:

Excellent ___ Good ____ Fiar ____ Poor _____

d) The client feels the instructor took a personal interest in him/her.

Definitely yes ___ Probably yes ___ Probably no __ Definitely no ___

3-C. Counselor Survey Questions -

a) The overall quality of instruction was:

Excellent ___ Good ____ Fair ___ Poor ____

b) The facilities were: Excellent ___ Good ___ Fair ____ Poor ____

c) The availability of instructional materials was:

Excellent ____ Good ____ Fair ___ Poor ____

d) The client feels that the instructor took a personal interest in him/her.

Definitely yes ___ Probably yes ____ Probably no __ Definitely no ____

4-A. Client Survey Questions -

a) The financial package provided was:

More than adequate ___ adequate ____ inadequate ___ very inadequate ___

b) The transportation, child care, health, etc. were:

Not a problem ___ Were a problem, but were solved by the institution ____

Were a problem, but were not solved by the institution ____

Specific Comments: _____

_____

c) Counseling concerning personal problems was:

very adequate ____ adequate ___ inadequate _____ very inadequate ___

4-B. Counselor Survey Questions -

a) The financial package provided was:

More than adequate ___ adequate ___ inadequate ___ very inadequate ___

b) The transportation, child care, health, etc. were:

Not a problem ___ Were a problem, but were solved by the institution ___

Were a problem, but were not solved by the institution ____

Specific Comments: _____

_____

c) Counseling with personal problems was: Very adequate ____ adequate _____

Inadequate ____ Very inadequate ____

4-C. Interview

Key persons from social services, job service, manpower staff or other community agencies.

5-A. Client Survey Question(s) -

a) The procedures, records and other forms were:
Highly appropriate ___ Appropriate ___ Inappropriate __ Highly inappropriate __

b) Supervision was: Very adequate ___ Adequate ____
Inadequate ___ Very inadequate _____

c) The administrative process was: Very adequate ____ Adequate ____
Inadequate ___ Very inadequate ___

5-B. Interview

Prime Sponsor (Manpower Staff) Questions -

a) The procedures, records and other red tape were:
Highly appropriate ___ Appropriate ___ Inappropriate ___ Highly inappropriate_

b) Supervision was: Very adequate ___ Adequate ___
inadequate ___ Very inadequate ____

c) The administrative process was: Very adequate ___ Adequate ___
Inadequate ___ Very inadequate _____

5-C. Interview

Institution Administration Question(s)

a) The procedures, records and other red tape were:
Highly appropriate ___ Appropriate ___ Inappropriate ___ Highly Inappropriate _

b) Supervision was: Very adequate ___ adequate ___
inadequate ____ Very inadequate ____

c) The administrative process was: Very adequate ____ Adequate ____
Inadequate ___ Very inadequate ___

5-D. Instructor Survey Questions:

a) The procedures, records and other red tape were: Highly appropriate ____
Appropriate ___ Innappropriate ____ Highly inappropriate ____

b) Supervision was: Very adequate __ adequate ____
inadequate ___ Very inadequate ____

c) The administrative process was: very adequate ____ adequate ____
inadequate ____ very inadequate ____

5-E. Counselor Survey Questions -

a) The procedures, records and other red tape were: highly appropriate __
appropriate ___ inappropriate _____ highly inappropriate ____

b) Supervision was: Very adequate ____ adequate ___
inadequate ____ very inadequate ____

c) The administrative process was: very adequate ____ adequate ___
inadequate ____ very inadequate ____

SAMPLE QUESTIONS & ACTIVITIES FOR PRODUCT EVALUATION
FOR INSTITUTIONAL TRAINING

1-A. Review of Records -

Obtained from records and student survey questions -

a) Did the client successfully complete the program? Yes ___ No ____
Comments _____

_____

b) Did you successfully complete the program? Yes ___ No ____

1-B. Survey of Instructors Questions -

a) Do you recommend the client for a job in the major area of preparation?

Yes ____ No ____

Comments _____

1-C. Client Survey Question -

a) Do you feel qualified to take a job in the area trained for? Yes __ No ____

(Alternate question for basic education)

b) Do you feel qualified for a job as a result of the basic education you received? Yes ____ No ____

1-D. Client survey and/or records -
(When appropriate)

a) Did the client pass the state, local, national or other accrediting or certifying exam? Yes ____ No ____

2-A. Records - Placement information - also, Client Survey Questions -

a) Was the client placed in a suitable job which met his/her needs? Yes ___ No ___

2-B. Records and Client Survey Question(s) -

a) How do your earnings compare with those before education/training?

significantly higher ___ higher ____ the same ___ lower ___

b. Is your job now more secure than before? yes ___ about the same __

no ___

2-C. Client Survey Questions -

a) Do you feel you are in a successful job? yes ___ no ___

b) Do you feel your job meets your needs? Yes ____ no ____

c) Do you feel your education/training had a positive effect on obtaining your present job? yes ____ no ____

2-D. Employer Interview Question -

a) Is the client a successful employee? yes ____ no _____

ON THE JOB TRAINING (OJT)

On-the-job training involves full time training of clients by employers while the individual is working on the job. The purpose of the program is to provide training to an individual in specific job skills so that at the completion of the training the individual will be competent in the job skills and will hopefully have a permanent job with the employer. Training is provided by the employer while counseling and some supervision are provided by the Job Service which also identifies the openings, recruits the clients and places them in appropriate positions.

Goal of On-the-Job Training

The Goal of the program is to prepare an individual in job skills for permanent employment through training while actually employed at a job.

Process Objectives & Criteria	Product Objectives & Criteria
(1) Appropriate clients are informed and referred to the program(s). Criteria: A) clients in the program meet the guidelines for selection as determined by the policy council, i.e., minority, disadvantaged, unemployed, women, etc. B) agreement of key individuals in social service and other community agencies regarding recruitment and referral. C) agreement of clients concerning appropriateness of recruitment and referral. D) agreement of employers in OJT sites concerning recruitment and referral.	(1) The clients will, upon completion of the program, be qualified for a job which will provide for their needs. Criteria: A) successful completion of the program (length, training, etc.) B) positive recommendations from employer and supervisor of the OJT site C) client's own positive assessment of qualifications for a job. D) when appropriate, successful completion of national, state, or local accrediting or certifying exams.
(2) The clients are adequately informed, screened, selected, counseled and assigned into appropriate job training sites. Criteria: A) clients personal agreement with selection of program. B) supervisors agreement with selection of program. C) employment placement counselors agreement with selection of program. D) employer agreement with placement.	(2) The client will upon completion of the program obtain a job which will provide for basic needs. Criteria: A) the actual placement records. the earning and job stability records. B) the client's own agreement that it is a successful placement. C) the present employer's agreement that the client is a successful employee.

Process Objectives & Criteria	Product Objectives & Criteria
(3) The OJT is adequate in terms of quality of instruction, training, facilities and appropriateness of procedures and techniques. Criteria: A) client's agreement with the adequacy of the OJT facilities, materials, and training. B) supervisor's agreement with the adequacy of the OJT facilities, materials, and training. C) counselor's agreement with the adequacy of the OJT facilities, materials, and training. D) employer's agreement with the adequacy of the OJT facilities, materials, and training.	
(4) Adequate support services such as transportation, living allowances, child care, counseling, including health and family services are provided. Criteria: A) client's agreement with adequacy of services. B) counselor's agreement with adequacy of services. C) employer's agreement with adequacy of services. D) supervisor's agreement with adequacy of services. E) when appropriate--key persons f[illegible]ocial or community agencies agreement with adequacy of services.	
(5) Adequate supervision and administration were evident. Criteria: A) client's agreement with supervisory and administrative techniques. B) Job Service's (prime sponsor) agreement with supervisory and administrative techniques. C) employer's agreement with supervisory and administrative techniques. D) supervisor's agreement with supervisory and administrative techniques. E) counselor's agreement with supervisory and administrative techniques.	

SAMPLE QUESTIONS & ACTIVITIES FOR PROCESS EVALUATION

OF ON-THE-JOB TRAINING

QUESTIONS FOR PROCESS EVALUATION

1-A. Review of Reports -

Determined by comparison of client records with criteria established by the Policy Council.

1-B. Interview

a) Key personnel from social services, Job Service, community action agency, rehabilitation services, and other community based agencies.

Questions for Resource Personnel

a) Do you feel appropriate persons were informed and recruited for the on-the-job training program?

Definitely yes ___ Qualified yes ___ Qualified no ___ Definitely no ___

Comments: _____

1-C. Client Survey Questions -

a) Do you feel you meet the requirements and/or criteria for participation in the program? Yes ___ No ___

b) Do you feel there are others in the community who were not referred to or informed of the program but should have been in place of you?

Yes ___ No ___

1-D. Interview

a) employers in OJT sites

Employer Survey Questions -

a) Do you feel appropriate persons were informed and recruited for the OJT program?

Definitely yes ___ Qualified yes ___ Qualified no ___ Definitely no ___

Comments: _____

b) Were the clients assigned ___ or did they select ___ the programs of their involvement?

c) Did you have the opportunity to indicate to Job Service personnel the appropriateness of placement for the individuals at your OJT site?

Always ___ Most of the time ___ Sometimes ___

Infrequently ___ Never ____

Comments: _____

2-A. Client Survey Questions -

a) Do you feel the information provided concerning the program was:

Very adequate ___ Adequate ___ Less than adequate ___ Nonexistent ___

b) Do you feel you were properly counseled, screened and selected for the program? Yes ___ No ___

c) Were you assigned or did you select the OJT program in which you are participating? Assigned ___ Selected ___

d) Do you agree that the OJT program in which you are participating is appropriate for you?

Very much so ___ Probably right ___ Probably wrong ___

Definintely wrong ___

e) Do you feel the counselor took a personal interest in you?

Very much so ___ Probably right ___

Probably wrong ___ Definitely wrong ___

f) How do you rate the assistance provided by the supervisor in the OJT program:

Very adequate ___ Adequate ___ Less than adequate ___ Nonexistent ___

2-B. Interview Supervisors

a) Does the client feel the information provided concerning the program was:

Very adequate ___ Adequate ___ Less than adequate ___ Nonexistent ___

b) Does the client feel he/she was properly counseled, screened and placed into an OJT program? Yes ___ No ___

c) Was the client assigned ___ or did he/she select ___ the OJT program of participation?

d) Does the client agree that the OJT program is appropriate for him/her?

Very much so ___ Probably right ___

Probably wrong ___ Definitely wrong ___

2-C. Counselor Survey Questions -

a) Does the client feel that the provided information concerning the program was:

Very adequate ___ Adequate ___ Less than adequate ___ Nonexistent ___

b) Does the client feel that he/she was properly counseled, screened and tested for the program? Yes ___ No ___

c) Was the client assigned ___ or did he/she select ___ the OJT program of participation?

d) Does the client agree that the present OJT program is appropriate for him/her?

Very much so ___ Probably right ___

Probably wrong ___ Definitely wrong ___

2-D. Employer Survey Questions -

a) Does the client feel the information provided to him/her regarding the program was:

Very adequate ___ Adequate ___ Less than adequate ___ Nonexistent ___

b) Does the client feel he/she was properly counseled, screened and tested for the program? Yes ___ No ___

c) Does the client agree that the OJT program in which he/she participates is appropriate for him/her?

Very much so ___ Probably right ___

Probably wrong ___ Definitely wrong ___

3-A. Client Survey Questions -

a) The overall quality of training was:

Excellent ___ Good ___ Fair ___ Poor ___

Specific comments: _____

b) The facilities were:

Excellent ___ Good ___ Fair ___ Poor ___

Specific comments: _____

c) The employer took a personal interest in me:

Definitely yes ___ Probably yes ___ Definitely no ___ Probably no ___

d) The training program contained the necessary or desired components to be fully trained:

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

Comments: _____

3-B. Interview

a) supervisors of clients

Supervisor Survey Questions -

a) The overall quality of training was:

Excellent ___ Good ___ Fair ___ Poor ___

Comments: _____

b) The facilities were: Excellent ___ Good ___ Fair ___ Poor ___

Specific comments: _____

c) The training program included the necessary training components:

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

Specific comments: _____

d) The client feels the employer took a personal interest in him/her:

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

Specific comments: _____

3-C. Counselor Survey Questions -

a) The overall quality of the training program was:

Excellent ___ Good ___ Fair ___ Poor ___

b) The facilities were: Excellent ___ Good ___ Fair ___ Poor ___

c) The client feels the employer took a personal interest in him/her:

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

3-D. Interview

a) employer at OJT site

Employer Survey Questions -

a) The overall quality of instruction was:

Excellent ___ Good ___ Fair ___ Poor ___

b) The facilities were: Excellent ___ Good ___ Fair ___ Poor ___

c) The training program included the necessary training components:

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

d) The client feels that you took a personal interest in him/her:

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

Specific comments: _____

4-A. Client Survey Questions -

a) The financial package provided was: More than adequate ___

Adequate ___ Inadequate ___ Very inadequate ___

b) The transportation, child care, health, etc. were: not a problem ___

were a problem but were solved by Job Service ____

were a problem but were not solved by Job Service ____

Specific comments: _____

c) Counseling concerning personal problems was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

4-B. Counselor Survey Questions -

a) The financial package provided was: More than adequate ___

Adequate ___ Inadequate ___ Very inadequate ___

b) The transportation, child care, health, etc., were: not a problem ___

were a problem but were solved by the institution ___

were a problem but were not solved by the institution ___

Specific comments: _____

c) Counseling concerning personal problems was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

4-C. Employer Survey Questions -

a) The financial package provided was: More than adequate ___

Adequate ___ Inadequate ___ Very inadequate ___

b) The transportation, child care, health, etc., were: not a problem ___

were a problem but were solved by the institution ___

were a problem but were not solved by the institution ___

Specific comments: _____

c) Counseling concerning personal problems was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

4-D. Supervisor Survey Questions -

a) The financial package provided was: More than adequate ___

Adequate ___ Inadequate ___ Very inadequate

b) The transportation, child care, health, etc., were: not a problem ___

were a problem but were solved by the institution ___

were a problem but were not solved by the institution ___

Specific comments: _____

c) Counseling concerning personal problems was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

4-E. Interview

a) key persons from social services, Job Services, manpower staff or other community agencies

5-A. Client Survey Questions -

a) The procedures, records and other forms were: Highly appropriate ___

Appropriate ___ Inappropriate ___ Highly inappropriate ___

b) Supervision was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

c) The administrative process was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

5-B. Job Service Interview

Job Service Survey Questions -

a) The procedures, records and other forms were: Highly appropriate ___

Appropriate ___ Inappropriate ___ Highly inappropriate ___

b) Supervision was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

c) The administrative process was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

5-C. Employer Interview

Employer Survey Questions -

a) The procedures, records and other forms were: Highly appropriate ___

Appropriate ___ Inappropriate ___ Highly inappropriate ___

b) Supervision was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

c) The administrative process was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

5-D. Supervisor Survey Questions -

a) The procedures, records and other forms were: Highly appropriate ___

Appropriate ___ Inappropriate ___ Highly inappropriate

b) Supervision was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

c) The administrative process was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

5-E. Counselor Survey Questions -

a) The procedures, records and other forms were: Highly appropriate ___

Appropriate ___ Inappropriate ___ Highly inappropriate ___

b) Supervision was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

c) The administrative process was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

SAMPLE QUESTIONS & ACTIVITIES FOR PRODUCT EVALUATION

OF ON-THE-JOB TRAINING

1-A. Review of Records - Obtained from records and client survey questions

a) Did the client successfully complete the program? Yes __ No ___

Comments: _____

b) Did you successfully complete the program? Yes __ No ___

1-B. Employer Survey Question

a) Do you recommend the client for a job in the major area of preparation (training)? Yes ___ No ___

Comments: _____

Supervisor Survey Question

a) Do you recommend the client for a job in the major area of preparation (training)? Yes ___ No ____

1-C. Client Survey Question

a) Do you feel qualified to take a job in the area of your training?

Yes ___ No ___

1-D. Client Survey and/or Records (when appropriate)

a) Did the client pass the local, state, national, or other accrediting or certifying exam? Yes ___ No ___

2-A. Records--Placement Information

Client Survey Question

a) Was the client placed in a suitable job which met his/her needs?

Yes ___ No ___

2-B. Records of Earnings and Job Stability

Client Survey Questions

a) How do your earnings compare with those before education/training?

Significantly higher ___ Higher ___ The same ___ Lower ___

b) Is your job more secure than before your training?

Yes ___ About the same ___ Lower ___

2-C. Client Survey Questions

a) Do you feel you are in a successful job? Yes ___ No ___

b) Do you feel your job meets your needs? Yes ___ No ___

c) Do you feel your training had a positive effect on obtaining your present job? Yes ___ No ___

2-D. Present Employer Interview

Question

a) Is the client a successful employee? Yes ___ No ___

YOUNG ADULT AND ADULT WORK EXPERIENCE

Young adult and adult work experience involves full or part-time employment experience in a job which will assist an individual in developing employability skills and attitudes, and will assist in development of job skills which are likely to improve the client's potential for full time work. Work experience provides an opportunity for individuals to gain self-confidence, to become acclimated to the work-a-day world and to earn an income to support themselves and their families. The program involves identification of potential job slots and clients by the Job Service and the matching of clients to job slots. Also certain support services such as counseling and assistance with special problems such as transportation, child care, etc., are provided for during the work experience program.

Goal of Young Adult and Adult Work Experience

The goal of the program is to improve the employment potential of clients through work experience while at the same time providing income which will enable the individual to live in the community.

Process Objectives & Criteria	Product Objectives & Criteria
(1) Appropriate clients are informed and referred to the program(s). Criteria: A) clients in the program meet the guidelines for selection as determined by the policy council, i.e., minority, disadvantaged, unemployed, women, etc. B) agreement of key individuals in social service and other community agencies regarding recruitment and referral. C) agreement of clients concerning appropriateness of recruitment and referral. D) agreement of employers in work-experience sites concerning recruitment and referral.	(1) The clients will, upon completion of the program, have developed employability skills and attitudes to improve potential for full-time employment which will provide for their needs. Criteria: A) successful completion of the program. B) positive recommendations from employer and supervisor of the work-experience site. C) client's own positive assessment of work-experience program. D) counselor's positive assessment of work-experience program for the client.
(2) The clients are adequately informed, screened, selected, counseled and assigned into appropriate work-experience sites. Criteria: A) client's personal agreement with selection of program. B) supervisor's agreement with selection of program.	(2) The client will, upon completion of the work-experience program, obtain a job which will provide for basic needs. Criteria: A) client's placement in a job. B) the records of earnings and job stability. C) client's assessment of job procurement. D) Employer's assessment of client.

Process Objectives & Criteria	Product Objectives & Criteria
C) counselor's agreement with selection of program. D) employer's agreement with placement. (3) The work-experience site is adequate in terms of quality of instruction, training, facilities and appropriateness of procedures and techniques. Criteria: A) client's agreement with the adequacy of the facilities, materials, etc., of the work-experience site. B) supervisor's agreement with the adequacy of the facilities, materials, etc., of the work-experience site. C) counselor's agreement with the adequacy of the facilities, materials, etc., of the work-experience site. D) employer's agreement with the adequacy of the facilities, materials, etc., of the work-experience site. (4) Adequate support services such as transportation, living allowances, child care, counseling, including health and family services are provided. Criteria: A) client's agreement with adequacy of services. B) counselor's agreement with adequacy of services. C) employer's agreement with adequacy of services. D) supervisor's agreement with adequacy of services. E) when appropriate--key persons from social or community agencies agreement with adequacy of services. (5) Adequate supervision and administration were evident. Criteria: A) client's agreement with supervisory and administrative techniques. B) Job Service agreement with administrative and supervisory techniques. C) employer's agreement with supervisory and administrative techniques.	

Process Objectives & Criteria	Product Objectives & Criteria
D) supervisor's agreement with supervisory and administrative techniques. E) counselor's agreement with supervisory and administrative techniques.	

SAMPLE QUESTIONS FOR PROCESS EVALUATION

YOUNG ADULT AND ADULT WORK EXPERIENCE

1-A. Review of Reports -

Determined by comparison of client records with criteria established by the Policy Council.

1-B. Interview

a) Key personnel from social services, Job Service, community action agency, rehabilitation services, and other community based agencies.

Questions for Resource Personnel

a) Do you feel appropriate persons were informed and recruited for the work-experience program?

Definitely yes ___ Qualified yes ___ Qualified no ___ Definitely no ___

Comments: _____

1-C. Client Survey Questions -

a) Do you feel you meet the requirements and/or criteria for participation in the program? Yes ___ No ___

b) Do you feel there are others in the community who were not referred to or informed of the program but should have been in place of you?

Yes ___ No ___

1-D. Interview

a) employers in work-experience sites

Employer Survey Questions -

a) Do you feel appropriate persons were informed and recruited for the work-experience program?

Definitely yes ___ Qualified yes ___ Qualified no ___ Definitely no ___

Comments: _____

b) Were the clients assigned ___ or did they select ___ the programs of their involvement?

c) Did you have the opportunity to indicate to Job Service personnel the appropriateness of placement for the individuals at your work-experience site?

Always ___ Most of the time ___ Sometimes ___

Infrequently ___ Never ___

Comments: _____

2-A. Client Survey Questions -

a) Do you feel the information provided concerning the program was:

Very adequate ___ Adequate ___ Less than adequate ___ Nonexistent ___

b) Do you feel you were properly counseled, screened and selected for the program? Yes ___ No ___

c) Were you assigned or did you select the work-experience program in which you are participating? Assigned ___ Selected ___

d) Do you agree that the work-experience program in which you are participating is appropriate for you?

Very much so ___ Probably right ___

Probably wrong ___ Definitely wrong ___

f) How do you rate the assistance provided by the supervisor in the work-experience program:

Very adequate ___ Adequate ___ Less than adequate ___ Nonexistent ___

2-B. Interview Supervisors

a) Does the client feel the information provided concerning the program was:

Very adequate ___ Adequate ___ Less than adequate ___ Nonexistent ___

b) Does the client feel he/she was properly counseled, screened and placed into the work-experience program? Yes ___ No ___

c) Was the client assigned ___ or did he/she select ___ the work-experience program of participation?

d) Does the client agree that the work-experience program is appropriate for him/her?

Very much so ___ Probably right ___

Probably wrong ___ Definitely wrong ___

2-C. Counselor Survey Questions -

a) Does the client feel that the information provided concerning the program was:

Very adequate ___ Adequate ___ Less than adequate ___ Nonexistent ___

b) Does the client feel that he/she was properly counseled, screened and tested for the program? Yes ___ No ___

c) Was the client assigned ___ or did he/she select ___ the work-experience program of participation?

d) Does the client agree that the present work-experience is appropriate for him/her?

Very much so ___ Probably right ___

Probably wrong ___ Definitely wrong ___

2-D. Employer Survey Questions -

a) Does the client feel the information provided to him/her regarding the program was:

Very adequate ___ Adequate ___ Less than adequate ___ Nonexistent ___

b) Does the client feel he/she was properly counseled, screened and tested for the program? Yes ___ No ___

c) Does the client agree that the work-experience program in which he/she participates is appropriate for him/her?

Very much so ___ Probably right ___

Probably wrong ___ Definitely wrong ___

3-A. Client Survey Questions -

a) The overall quality of the work-experience was:

Excellent ___ Good ___ Fair ___ Poor ___

Specific comments: _____

b) The facilities were:

Excellent ___ Good ___ Fair ___ Poor ___

Specific comments: _____

c) The employer took a personal interest in me:

Definitely yes ___ Probably yes ___ Definitely no ___ Probably no ___

3-B. Interview

a) supervisors of clients

Supervisor Survey Questions -

a) The overall quality of the work-experience was:

Excellent ___ Good ___ Fair ___ Poor ___

Comments: _____

b) The facilities were: Excellent ___ Good ___ Fair ___ Poor ___

Specific comments: _____

c) The work-experience program included the necessary components:

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

Specific comments: _____

d) The client feels the employer took a personal interest in him/her:

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

Specific comments: _____

3-C. Counselor Survey Questions -

a) The overall quality of the work-experience was:

Excellent ___ Good ___ Fair ___ Poor ___

b) The facilities were: Excellent ___ Good ___ Fair ___ Poor ___

c) The client feels the employer took a personal interest in him/her:

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

3-D. Interview

a) employer at work-experience site

Employer Survey Questions -

a) The overall quality of the work-experience was:

Excellent ___ Good ___ Fair ___ Poor ___

b) The facilities were: Excellent ___ Good ___ Fair ___ Poor ___

c) The work-experience included the necessary components:

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

d) The client feels that you took a personal interest in him/her:

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

Specific comments: _____

4-A. Client Survey Questions -

a) The financial package provided was: More than adequate ___

Adequate ___ Inadequate ___ Very inadequate ___

b) The transportation, child care, health, etc., were: not a problem ___

were a problem but were solved by Job Service ___

were a problem but were not solved by Job Service ___

Specific comments: _____

c) Counseling concerning personal problems was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

4-B. Counselor Survey Questions -

a) The financial package provided was: More than adequate ___

Adequate ___ Inadequate ___ Very inadequate ___

b) The transportation, child care, health, etc., were: not a problem ___

were a problem but were solved by the institution ___

were a problem but were not solved by the institution ___

Specific comments: _____

c) Counseling concerning personal problems was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

4-C. Employer Survey Questions -

a) The financial package provided was: More than adequate ___

Adequate ___ Inadequate ___ Very inadequate ___

b) The transportation, child care, health, etc., were: not a problem ___

were a problem but were solved by the institution ___

were a problem but were not solved by the institution ___

Specific comments: _____

c) Counseling concerning personal problems was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

4-D. Supervisor Survey Questions -

a) The financial package provided was: More than adequate ___

Adequate ___ Inadequate ___ Very inadequate ___

b) The transportation, child care, health, etc., were: not a problem ___

were a problem but were solved by the institution ___

were a problem but were not solved by the institution ___

Specific comments: _____

4-E. Interview

a) key persons from social services, Job Service, manpower staff or other community agencies

5-A. Client Survey Questions -

a) The procedures, records and other forms were: Highly appropriate ___

Appropriate ___ Inappropriate ___ Highly inappropriate ___

b) Supervision was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

c) The administrative process was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

5-B. Job Service Interview

Job Service Survey Questions -

a) The procedures, records and other forms were: Highly appropriate ___

Appropriate ___ Inappropriate ___ Highly inappropriate ___

b) Supervision was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

c) The administrative process was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

5-C. Employer Interview - Employer Survey Questions -

a) The procedures, records and other forms were: Highly appropriate ___

Appropriate ___ Inappropriate ___ Highly inappropriate ___

b) Supervision was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

c) The administrative process was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

5-D. Supervisor Survey Questions -

a) The procedures, records and other forms were: Highly appropriate ___

Appropriate ___ Inappropriate ___ Highly inappropriate ___

b) Supervision was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

c) The administrative process was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

5-E. Counselor Survey Questions -

a) The procedures, records and other forms were: Highly appropriate ___

Appropriate ___ Inappropriate ___ Highly inappropriate ___

b) Supervision was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

c) The administrative process was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

SAMPLE QUESTIONS FOR PRODUCT EVALUATION

YOUTH AND ADULT WORK EXPERIENCE

1-A. Review of Records - Obtained from records and client survey questions

a) Did the client successfully complete the program? Yes ___ No ___

Comments: _____

b) Did you successfully complete the program? Yes ___ No ___

1-B. Employer Survey Question

a) Do you recommend the client for a job in the major area of his/her work-experience? Yes ___ No ___

Comments: _____

Supervisor Survey Questions

a) Do you recommend the client for a job in the major area of his/her work-experience? Yes ___ No ___

b) Did the client accomplish the goals of developing employability skills and/or positive attitudes toward the world of work? Yes ___ No ___

Comments: _____

1-C. Client Survey Question

a) Did you accomplish the goals of developing employability skills and/or positive attitudes toward the world of work? Yes ___ No ___

Comments: _____

1-D. Counselor Survey Questions

a) Do you recommend the client for a job in the major area of his/her work-experience? Yes __ No ___

Comments: _____

b) Did the client accomplish his/her individual goals set for the work-experience program?

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

Comments: _____

2-A. Records - Placement Informaton

Client Survey Question

a) Was the client placed in a suitable job which met his/her needs?

Yes ___ No ___

2-B. Records of Earnings and Job Stability

Client Survey Questions

a) How do your earnings compare with those before education/training?

Significantly higher ___ Higher ___ The same ___ Lower ___

b) Is your job more secure than before training?

Yes ___ About the same ___ Lower ____

2-C. Client Survey Questions

a) Do you feel you are in a successful job? Yes ___ No ___

b) Do you feel your job meets your needs? Yes ___ No ____

c) Do you feel your training had a positive effect on obtaining your present job? Yes ___ No ___

2-D. Present Employer Interview Question

a) Is the client a successful employee? Yes ___ No ___

DISADVANTAGED YOUTH WORK EXPERIENCE PROGRAM

Disadvantaged Youth Work Experience is designed to aid high school aged youth in meeting their economic needs as well as provide opportunity for these individuals to improve their work skill and attitude. The program is part-time and involves disadvantaged youth who are in need of economic support to stay in school and also may need improvement in attitudes about work. Also these individuals have the opportunity to develop job skills as a result of their experience which may be useful in their career development. The manpower staff identifies work experience slots and potential clients and matches these to provide maximum benefit to the client. Counseling services are provided as well as supervision at the job to insure maximum opportunity for a successful experience.

Goal of Disadvantaged Youth Work Experience

The goal of the disadvantaged youth work experience program is to provide job experience to youth who are in need of economic support and to provide this youth with the opportunity to improve their attitude toward work, their job skills, and their ability to succeed in a given task.

Process Objectives & Criteria	Product Objectives & Criteria
(1) Appropriate clients are informed and referred to the program(s). Criteria: a) clients in the program meet the guidelines for selection as determined by the policy council, i.e., minority, disadvantaged, unemployed, women, etc. b) agreement of key individuals in social service and other community agencies regarding recruitment and referral. c) agreement of clients concerning appropriateness of recruitment and referral. d) agreement of employers in work-experience sites concerning recruitment and referral.	(1) The clients will, upon completion of the program, have developed employability skills and attitudes which will be useful in their career development. Criteria: a) successful completion of the program. b) positive recommendations from employer and supervisor of the work-experience site. c) client's own positive assessment of work-experience program. d) counselor's positive assessment of work-experience program for the client.
(2) The clients are adequately informed, screened, selected, counseled and assigned into appropriate work-experience sites. Criteria: a) client's personal agreement with selection of program b) supervisor's agreement with selection of program.	

Process Objectives & Criteria	Product Objectives & Criteria
c) counselor's agreement with selection of program. d) employer's agreement with placement. (3) The work-experience is adequate in terms of quality of instruction, training, facilities and appropriateness of procedures and techniques. Criteria: a) client's agreement with the adequacy of the work-experience regarding facilities, materials, and training. b) supervisor's agreement with the adequacy of the work-experience regarding facilities, materials, and training. c) counselor's agreement with the adequacy of the work-experience regarding facilities, materials, and training. d) employer's agreement with the adequacy of the work-experience regarding facilities, materials, and training. (4) Adequate support services such as transportation, living allowances, child care, counseling, including health and family services are provided. Criteria: a) client's agreement with adequacy of services. b) counselor's agreement with adequacy of services. c) employer's agreement with adequacy of services. d) supervisor's agreement with adequacy of services. e) when appropriate--key persons from social or community agencies agreement with adequacy of services. (5) Adequate supervision and administration were evident. Criteria: a) client's agreement with supervisory and administrative techniques. b) manpower's (prime sponsor) agreement with supervisory and administrative techniques.	

Process Objectives & Criteria	Product Objectives & Criteria
c) employer's agreement with supervisory and administrative techniques. d) supervisor's agreement with supervisory and administrative techniques. e) counselor's agreement with supervisory and administrative techniques.	

SAMPLE QUESTIONS FOR PROCESS EVALUATION
DISADVANTAGED YOUTH WORK EXPERIENCE PROGRAM

1-A. Review of Reports -

Determined by comparison of client records with criteria established by the Policy Council.

1-B. Interview

a) Key personnel from social services, Job Service, community action agency, rehabilitation services, and other community based agencies.

Questions for Resource Personnel

a) Do you feel appropriate persons were informed and recruited for the work-experience program?

Definitely yes ___ Qualified yes ___ Qualified no ___ Definitely no ___

Comments: _____

1-C. Client Survey Questions -

a) Do you feel you meet the requirements and/or criteria for participation in the program? Yes ___ No ___

b) Do you feel there are others in the community who were not referred to or informed of the program but should have been in place of you?

Yes ___ No ___

1-D. Interview

a) employers in the work-experience sites

Employer Survey Questions -

a) Do you feel appropriate persons were informed and recruited for the work-experience program?

Definitely yes ___ Qualified yes ___ Qualified no ___ Definitely no ___

Comments: _____

b) Were the clients assigned ___ or did they select ___ the programs of their involvement?

c) Did you have the opportunity to indicate to manpower personnel the appropriateness of placement for the individuals at your work-experience site?

Always ___ Most of the time ___ Sometimes ___

Infrequently ___ Never ___

Comments: _____

2-A. Client Survey Questions -

a) Do you feel the information provided concerning the program was:

Very adequate ___ Adequate ___ Less than adequate ___ Nonexistent ___

b) Do you feel you were properly counseled, screened and selected for the program? Yes ___ No ___

c) Were you assigned or did you select the work-experience program in which you are participating? Assigned ___ Selected ___

d) Do you agree that the work-experience program in which you are participating is appropriate for you?

Very much so ___ Probably right ___

Probably wrong ___ Definitely wrong ___

e) Do you feel the counselor took a personal interest in you?

Very much so ___ Probably right ___

Probably wrong ___ Definitely wrong ___

f) How do you rate the assistance provided by the supervisor in the work-experience program:

Very adequate ___ Adequate ___ Less than adequate ___ Nonexistent ___

2-B. Interview Supervisors

a) Does the client feel the information provided concerning the program was:

Very adequate ___ Adequate ___ Less than adequate ___ Nonexistent ___

b) Does the client feel he/she was properly counseled, screened and placed into a work-experience program? Yes ___ No ___

c) Was the client assigned ___ or did he/she select ___ the work-experience program of participation?

d) Does the client agree that the work-experience program is appropriate for him/her?

Very much so ___ Probably right ___

Probably wrong ___ Definitely wrong ___

2-C. Counselor Survey Questions -

a) Does the client feel that the provided information concerning the program was:

Very adequate ___ Adequate ___ Less than adequate ___ Nonexistent ___

b) Does the client feel that he/she was properly counseled, screened and tested for the program? Yes ___ No ___

c) Was the client assigned ___ or did he/she select ___ the work-experience program of participation?

d) Does the client agree that the present work-experience program is appropriate for him/her?

Very much so ___ Probably right ___

Probably wrong ___ Definitely wrong ___

2-D. Employer Survey Questions -

a) Does the client feel the information provided to him/her regarding the program was:

Very adequate ___ Adequate ___ Less than adequate ___ Nonexistent ___

b) Does the client feel he / she was properly counseled, screened and tested for the program? Yes ___ No ___

c) Does the client agree that the work-experience program in which he/she participates is appropriate for him/her?

Very much so ___ Probably right ___

Probably wrong ___ Definitely wrong ___

3-A. Client Survey Questions -

a) The overall quality of the work-experience was:

Excellent ___ Good ___ Fair ___ Poor ___

Specific comments: _____

b) The facilities were:

Excellent ___ Good ___ Fair ___ Poor ___

Specific comments: _____

c) The employer took a personal interest in me:

Definitely yes ___ Probably yes ___ Definitely no ___ Probably no ___

3-B. Interview

a) supervisors of clients

Supervisor Survey Questions -

a) The overall quality of the work experience was:

Excellent ___ Good ___ Fair ___ Poor ___

Specific comments: _____

b) The facilities were: Excellent ___ Good ___ Fair ___ Poor ___

Specific comments: _____

c) The work-experience included the necessary components:

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

Specific comments: _____

d) The client feels the employer took a personal interest in him/her:

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

Specific comments: _____

3-C. Counselor Survey Questions -

a) The overall quality of the work-experience was:

Excellent ___ Good ___ Fair ___ Poor ___

b) The facilities were: Excellent ___ Good ___ Fair ___ Poor ___

c) The client feels the employer took a personal interest in him/her:

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

3-D. Interview

a) employer at work-experience site

Employer Survey Questions -

a) The overall quality of the work-experience was:

Excellent ___ Good ___ Fair ___ Poor ___

b) The facilities were: Excellent ___ Good ___ Fair ___ Poor ___

c) The work-experience program included the necessary components:

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

d) The client feels that you took a personal interest in him/her:

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

Specific comments: _____

4-A. Client Survey Questions -

a) The financial package provided was: More than adequate ___

Adequate ___ Inadequate ___ Very inadequate ___

b) The transportation, health, etc. were: not a problem ___

were a problem but were solved by Manpower ___

were a problem but were not solved by Manpower ___

Specific comments: _____

c) Counseling concerning personal problems was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

4-B. Counselor Survey Questions -

a) The financial package provided was: More than adequate ___

Adequate ___ Inadequate___ Very inadequate ___

b) The transportation, health, etc., were: not a problem ___

were a problem but were solved by Manpower ___

were a problem but were not solved by Manpower ___

Specific comments: _____

c) Counseling concerning personal problems was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

4-C. Employer Survey Questions -

a) The financial package provided was: More than adequate ___

Adequate ___ Inadequate ___ Very inadequate ___

b) The transportation, health, etc., were: not a problem ___

were a problem but were solved by Manpower ___

were a problem but were not solved by Manpower ___

Specific comments: _____

c) Counseling concerning personal problems was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

4-D. Supervisor Survey Questions -

a) The financial package provided was: More than adequate ___

Adequate ___ Inadequate ___ Very inadequate ___

b) The transportaion, health, etc., were: not a problem ___

were a problem but were solved by Manpower ___

were a problem but were not solved by Manpower ___

Specific comments: _____

c) Counseling concerning personal problems was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

4-E. Interview

a) key persons from social services, Job Service, manpower staff or other community agencies

5-A. Client Survey Questions -

a) The procedures, records and other forms were: Highly appropriate ___

Appropriate ___ Inappropriate ___ Highly inappropriate ___

b) Supervision was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

c) The administrative process was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate___

5-B. Prime Sponsors Interview -

Survey Questions -

a) The procedures, records and other forms were: Highly appropriate ___

Appropriate ___ Inappropriate ___ Highly inappropriate ___

b) Supervision was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

c) The administrative process was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

5-C. Employer Interview

Employer Survey Questions -

a) The procedures, records and other forms were: Highly appropriate ___

Appropriate ___ Inappropriate ___ Highly inappropriate ___

b) Supervision was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

c) The administrative process was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

5-D. Supervisor Survey Questions -

a) The procedures, records and other forms were: Highly appropriate ___

Appropriate ___ Inappropriate ___ Highly inappropriate ___

b) Supervision was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

c) The administrative process was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

5-E. Counselor Survey Questions -

a) The procedures, records and other forms were: Highly appropriate ___

Appropriate ___ Inappropriate ___ Highly inappropriate ___

b) Supervision was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

c) The administrative process was:

Very adequate ___ Adequate ___ Inadequate ___ Very inadequate ___

SAMPLE QUESTIONS FOR PRODUCT EVALUATION

DISADVANTAGED YOUTH WORK EXPERIENCE PROGRAM

1-A. Review of Records - Obtained from records and client survey questions

a) Did the client successfully complete the program? Yes ___ No ___

Comments: _____

b) Did you successfully complete the program? Yes ___ No ___

1-B. Employer Survey Questions

a) Do you recommend the client for a job in the major area of his/her work-experience? Yes ___ No ___

Comments: _____

Supervisor Survey Questions

a) Do you recommend the client for a job in the major area of preparation?

Yes ___ No ___

b) Did you accomplish the goals of developing employability skills and positive attitudes toward the world of work? Yes ___ No ___

Comments: _____

1-C. Client Survey Question

a) Did you accomplish the goals of developing employability skills and positive attitudes toward the world of work? Yes ___ No ___

Comments: _____

1-D. Counselor Survey Questions -

a) Did you recommend the client for a job in the major area of his/her work-experience? Yes ___ No ___

Comments: _____

b) Did the client accomplish his/her individual goals set for the work-experience program?

Definitely yes ___ Qualified yes ___ Definitely no ___ Qualified no ___

Comments: _____

OVERALL ADMINISTRATION, PROGRAMMING DECISION AND OPERATIONAL PROCEDURES

The evaluation of administration, programming decisions and operating procedures take into account the organizational structure of the system, the communication links, the decision-making process and the decisions and the daily flow of operations which encompass any functioning program. The prime sponsor, the Manpower Council, the Manpower staff, the various Manpower committees and the linkages with the community and other agencies are the key areas which will be evaluated in this section.

Goal

The goal is to provide an effective, efficient and fiscally accountable administrative and organizational structure which is capable of making appropriate programming decisions which are carried out through acceptable operational procedures.

Process Objectives and Criteria	Product Objectives and Criteria
1) The organization's structure is appropriate A) agreement of experts that the administrative structure is functional B) agreement of administrative staff that organizational structure is appropriate C) agreement by contracting agencies that organizational structure is appropriate	1) The structure of the program will provide a suitable mechanism to expend the program funds to alleviate local problems. A) the funds were expended B) key leaders agreement that identified local needs were attended to C) fiscal responsibility was maintained D) client agreement that program benefits outweigh program liabilities E) contracting agency agreement that program benefits outweigh program liabilities
2) The staff assigned to carry out various functions are effective. A) agreement by program director B) agreement by contracting agencies C) agreement by individual staff assigned to task. D) agreement of expert evaluator of staff accomplishments of assigned tasks.	

Process Objectives and Criteria	Product Objectives and Criteria
3) The programming decisions are appropriate to community needs. A) agreement of selected community leaders with programming decisions (community leaders to be identified jointly by evaluators and Manpower personnel) B) agreement of clients C) agreement of contractors providing services D) agreement of Manpower professional staff and council members	
4) The operational procedures are efficient, effective and appropriate A) agreement of expert evaluator B) agreement of Manpower staff and council members C) agreement of contracting agency D) agreement of clients served	

SAMPLE QUESTIONS & ACTIVITIES FOR PROCESS EVALUATION
FOR OVERALL ADMINISTRATION, PROGRAMMING DECISIONS & OPERATIONAL PROCEDURES

1-A. Review by Expert

1-B. Interview

Key personnel will be interviewed by evaluator to determine their views.

Questions -

a) What are the strengths of the organizational structure?

b) What are the weaknesses of the organizational structure?

c) What would you do to improve the organizational structure?

1-C. Interview

Key personnel will be interviewed by evaluator to determine their views.

Questions -

a) What are the strengths of the organizational structure?

b) What are the weaknesses of the organizational structure?

C) What would you do to improve the organizational structure?

2-A. Interview

Evaluator will interview program director.

Question -

a) Do you feel the Manpower staff are effective in carrying out the program functions?

Why _____

_____

Why Not _____

_____

2-B. Interview

Evaluator will interview contracting agency personnel.

Question -

a) Do you feel the Manpower staff are effective in carrying out the program functions?

Why _____

_____

Why Not _____

_____

2-C. Interview

Evaluator will interview Manpower staff.

Question -

a) Do you feel the Manpower staff are effective in carrying out the program functions?

Why _____

_____

Why Not _____

_____

2-D. Review by evaluator

3-A. Interview

Evaluator will interview selected community leaders.

Question -

a) Do you feel the specific programming decisions under Title I of CETA

were appropriate to meeting community needs?

Definitely yes ___ Probably yes ____ Probably no ____ Definitely no ____

Explain _____

_____

3-B. Client Survey Question

a) Do you feel the specific programming decisions under Title I of CETA were appropriate to meeting community needs?

Definitely yes ___ Probably yes ____ Probably no ___ Definitely no ____

Explain _____

_____

3-C. Interview

Evaluator will interview contracting agency personnel.

Question -

a) Do you feel the specific programming decisions under Title I of CETA were appropriate to meeting community needs?

Definitely yes __ Probably yes ____ Probably no ____ Definitely no ____

Explain _____

_____

3-D. Interview

Evaluator will interview Manpower staff and council members

Question -

a) Do you feel the specific programming decisions under Title I of CETA were appropriate to meeting community needs?

Definitely yes _____ Probably yes ____ Probably no ___ Definitely no ___

Explain _____

_____

4-A. Review by Evaluator

Evaluator will review procedures, communication links, forms, etc.

4-B. Interview

Evaluator will interview Manpower staff and council members

Question -

a) Are the operational procedures appropriate, efficient and effective?

Why or Why Not _____

_____

Explain _____

_____

Suggestion for Improvement _____

_____

4-C. Interview

Evaluator will interview contracting agency personnel.

Question -

a) Are the operational procedures appropriate, efficient and effective?

Why or Why Not _____

_____

Explain _____

_____

Suggestion for Improvement _____

_____

4-D. Client Survey Question -

a) Are the operational procedures appropriate, efficient and effective?

Why or Why Not _____

_____

Explain _____

_____

Suggestion for Improvement _____

_____

SAMPLE QUESTIONS AND ACTIVITIES FOR PRODUCT EVALUATION
FOR OVERALL ADMINISTRATION, PROGRAMMING DECISIONS AND OPERATIONAL PROCEDURES

1-A. Review of Records -

Determined by comparisons of awards with expenditures.

1-B. Interview

Evaluator will interview key community leaders.

Question -

a) Did the Manpower CETA Title I program serve to meet local needs?

Explain _____

_____

1-C. Review of audit records.

Audit records and comments will be examined.

1-D. Survey of Clients Question -

a) Overall, was the program more beneficial than detrimental to you?

Definitely yes ____ Probably yes ___ Probably no ____ Definitely no ___

Explain _____

_____

1-E. Interview

Evaluator will interview key personnel from contracting agencies.

Question -

a) Overall, was the program more beneficial than detrimental to you?

Definitely yes ___ Probably yes ___ Probably no ____ Definitely no ___

Explain _____

_____

CASE HISTORIES

Case histories serve to illustrate through use of actual information on selected clients the effects of a program on the individual's life. The case history approach should be used carefully and should be supported with generalized data concerning the total population if the implication is made the case history is an example of the program outcomes or efforts. It is suggested that case histories be employed to illustrate the general outcomes of the other evaluative methods. i.e. if the evaluation shows one program has a particularly effective way of providing training, then one or two case histories should be developed to portray this effectiveness in human terms. Conversely, if a particular program is detrimental to client success the same technique can be used to illustrate its effect. Case histories are discretionary and are most beneficial to communicate results in human terms.

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Merle Strong, Director
Roger Lambert, Associate Director

For further information on this or other Center activities, contact:

Center for Studies in Vocational and Technical Education
321 Education Building
1000 Bascom Mall
Madison, Wisconsin 53706

608-263-3696